

Support4Nurses: NHS Acute Hospital Trust and Local University Partnership to Improve the Retention of Registered Nurses

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Overview of presentation

- Nurse retention – a global crisis
- Why undertake a collaborative project?
- TRACS project overview
- Mixed methods design: Partnership working throughout
- Challenges and benefits of working collaboratively
- Project outcomes – including Support4Nurses web portal
- Conclusions



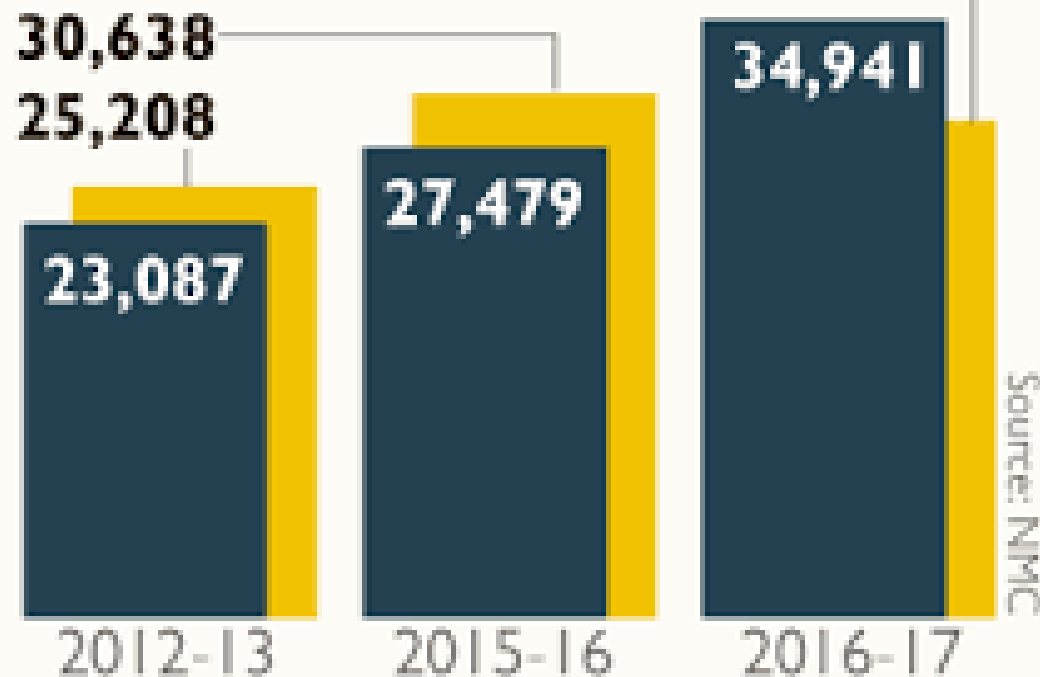
UK Context

Leaving the profession

Nurses and midwives registered

690,773 end of March 2017

Leaving ■ Joining ■ **29,025**



Why do nurses leave the profession, other than retirement?

Working conditions
(eg. staffing levels, workload) **44%**

A change in personal circumstances
(eg. ill-health, child care responsibilities) **28%**

Disillusionment with the quality of care provided to patients **27%**

Concerns about being able to meet revalidation requirements **26%**

Leaving the UK **18%**

Poor pay and benefits **16%**



Nurses who left the profession but then decided to return:

Top reason for initially leaving:

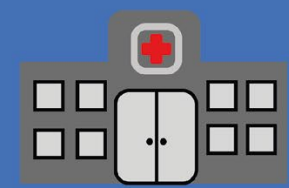
Lack of flexibility

Other reasons:

Ongoing education and training opportunities

Pay

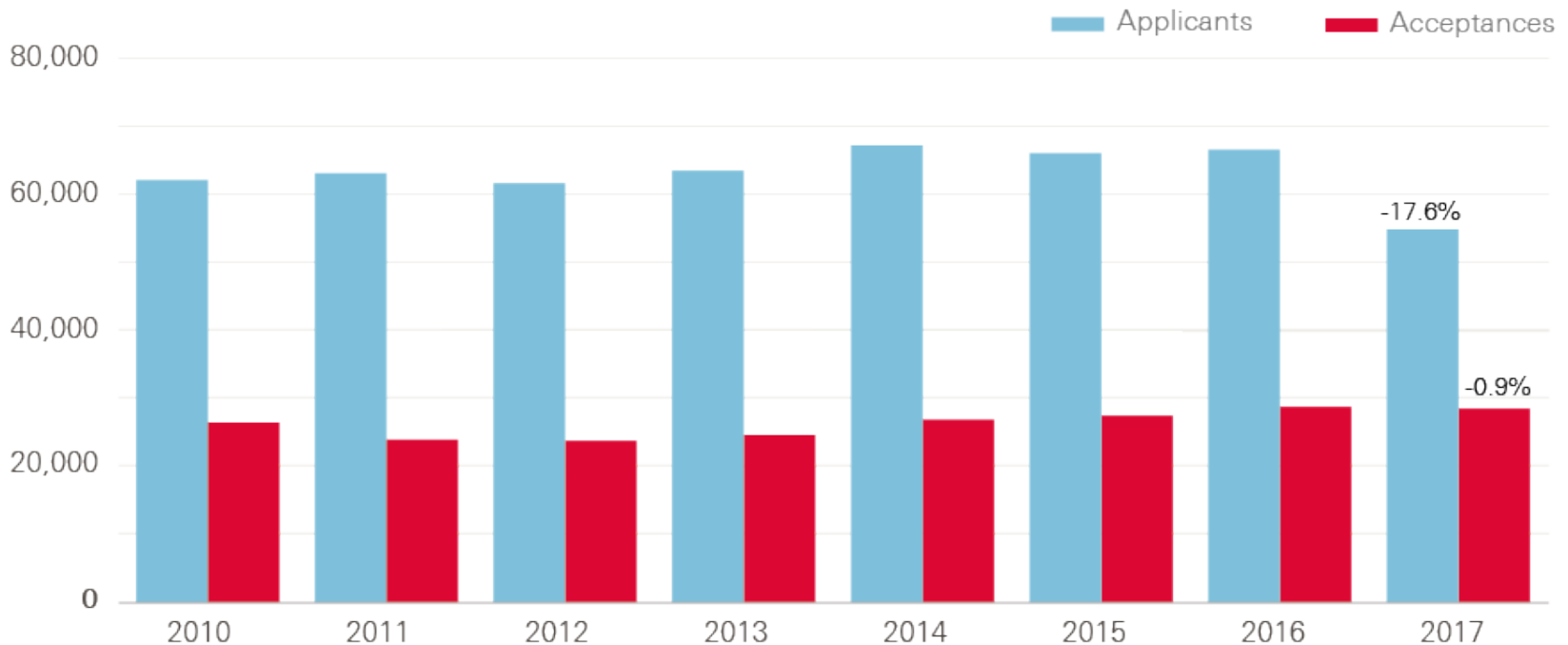
Pressure of work



Source: The NMC survey of people who had left the register between June 2016 and May 2017. Total number of respondent: 4,544. Of these, 2,240 did not cite retirement as a reason for leaving. For this group, these are the top reasons for leaving.

Source: Health Education England – oral evidence

Applicants & acceptances for nursing courses in the UK



Why undertake a collaborative project on nurse retention?



‘A **wicked problem** is a problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize. It refers to an idea or problem that can not be fixed, where there is no single solution to the problem.’

What did the different partners bring?

University (BU)

- Identified potential funders
- Submitted the Grant application
- Managed the overall project
- Structured the research, undertook the analysis
- Supported hospital staff with academic aspects of project
- Contributed to project outputs and led dissemination
- Enthusiastic team willing to work across organisations!

Health care provider (RBCH)

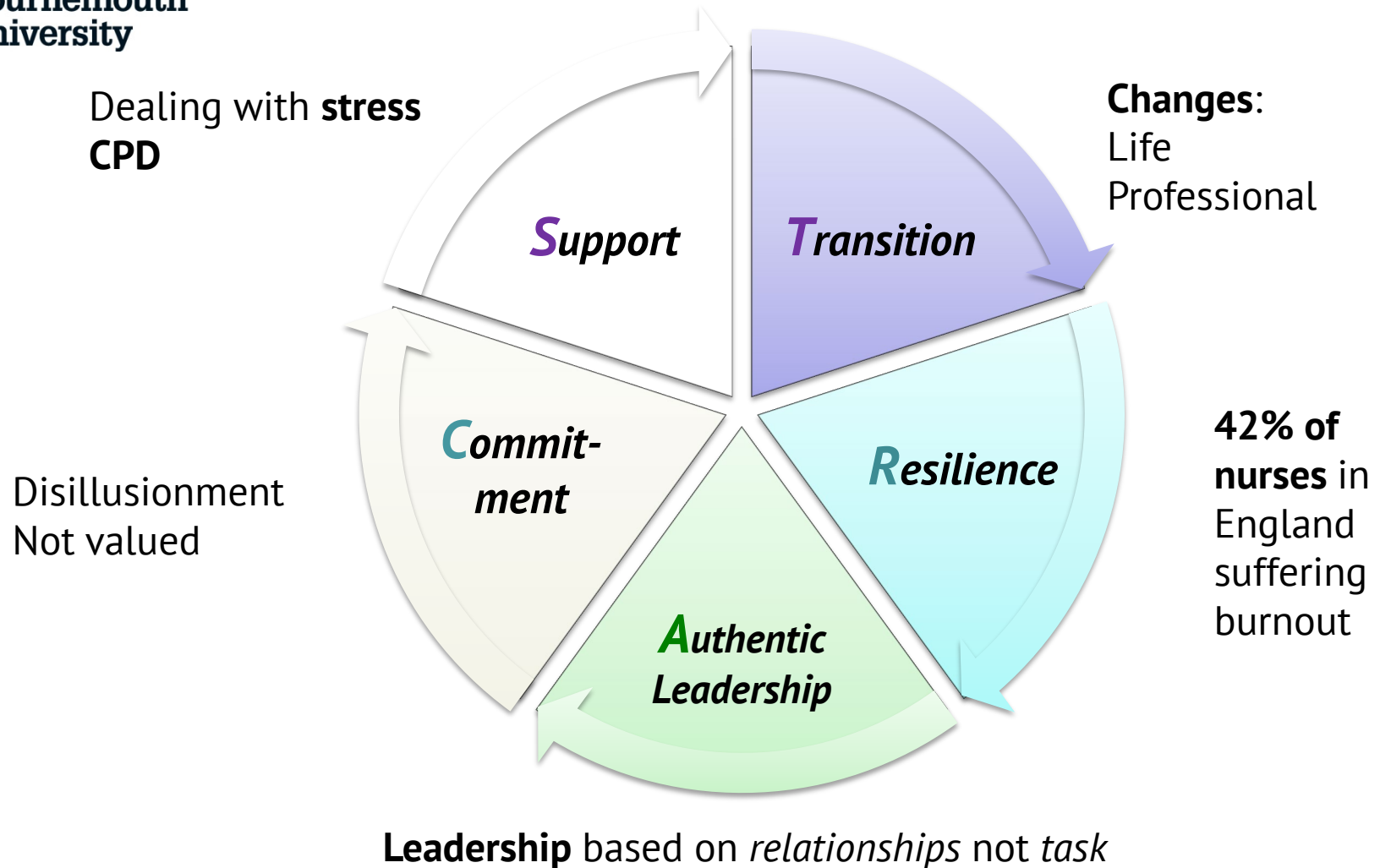
- Identified the problem
- Contributed to Grant development
- Liaised and managed the project within the hospital
- Facilitated BU-RBCH liaison
- Managed on-site data collection
- Contributed to project outputs and dissemination
- Facilitated local, regional and national contacts
- Enthusiastic team willing to work across organisations!

- **RBCH NHS Trust**
 - Serves urban and rural population of 550,000
 - South of England: tourism key industry
 - High % of older people
 - 10% RN standing vacancy
 - Older Person's medicine directorate (OPM) - highest staff turnover (11.72%)
- **Staff survey data**
 - Low participation rate OPM nurses
 - Absentee (sickness), monthly staff turnover, % of vacant posts higher in OPM
 - Key issues: resources, valuing work, appraisals, communication

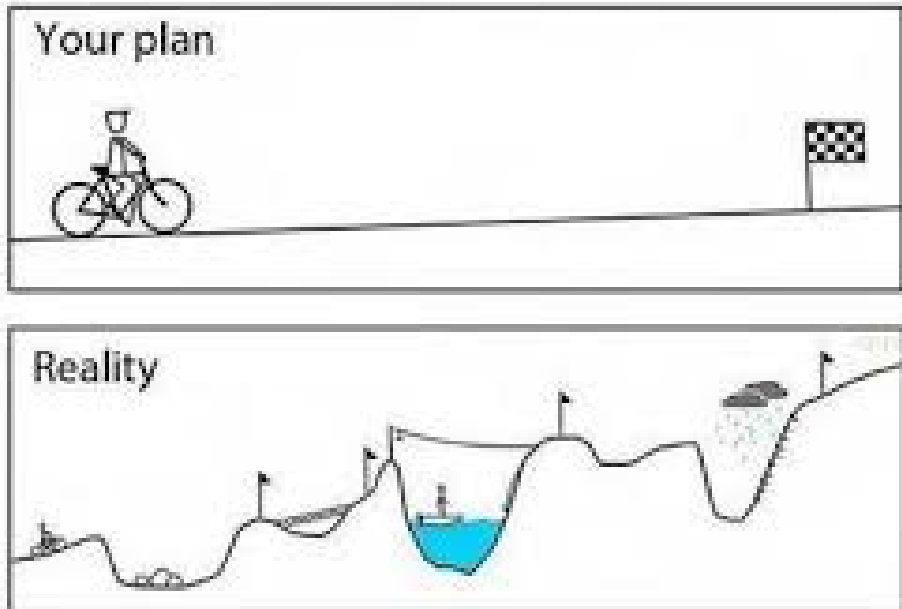
Aim and approach

- **Aim:** to investigate whether retention of registered nursing staff in one hospital can be improved through the development and implementation of an evidence-based retention model (TRACS).
- ***Collaborative ‘bottom-up’ approach*** designed to engender staff empowerment in the process
 - Bournemouth University Faculty of Health and Social Sciences (FHSS) and the Royal Bournemouth and Christchurch NHS Foundation (RBCH) Trust.
- Funded by Grant from the ***Burdett Trust for Nursing***; project timescale June 2017- September 2019

Evidence base around nurse retention identified five recurring factors



What we planned to do and what we did...



- Measure-intervene-measure: result
- Engaging in real-world research
- Engaging with 'wicked problems'
- Scope-measure with 'control'-consult-collaborative interventions-measure...
- Rapid contextual change

Mixed methods design: Partnership working throughout

| | | |
|----------------|--|-----------------------|
| Phase 1 | Collate baseline data (NHS staff survey) | Aug-Sept 2017 |
| Phase 2 | Pre-intervention Survey of RNs from two directorates using Maslach Inventory and Practice Environment Scale Nursing Worklife Index (PES-NWI) | Oct-Nov 2017 |
| Phase 3 | Consultation exercise to inform development of retention strategy | Dec 2017- April 2018 |
| Phase 4 | Implementation of TRACS approach: Older Person's Medicine (OPM) directorate | May 2018 – March 2019 |
| Phase 5 | Post intervention survey | March-April 2019 |
| Phase 6 | Dissemination | April-September 2019 |

Challenges and benefits of working collaboratively: RBCH project manager

- The benefit of having worked at a senior level within the Trust facilitated the collaborative partnership & the implementation of the various phases
- It worked because both organisations were committed to finding ways to help & support nurse retention
- Encouraging a busy nursing workforce to engage in an academic research project
- Ensuring continuity throughout the two years to maintain the momentum & increase nurse retention

Challenges and benefits of working collaboratively: Clinical staff contribution to project Steering group

Feelings about being on steering group



Steering Group

Our contribution

What did we learn?

New experiences

Challenges and benefits of working collaboratively: Academic staff

- Keeping grounded
- Building trust; shared humanity
- Feeling safe
- Sounding board
- Differing priorities; Same goal
- Expanding horizons
- Sharing knowledge and experience



Project outputs

- Research evidence
- TRACS conceptual model
- One-stop-shop for information:
<http://support4nurses.uk/>
- TRACS portal and data from pre-registration nurses: curriculum

Catalyst to streamline retention interventions within the Trust:

Joint
career
clinics

Practice
educator OPM

Closed
Facebook
group

PRIDE
pathway

Inform
preceptorship

Nurse
retention
strategy

Joint
publications

Joint
conference
presentations

What now? *Transferability*



In conclusion: Tips for successful research partnerships

The 3 C's:

- Communication
- Commitment
- Compromise

Any questions?

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TRACS website:

<https://research.bournemouth.ac.uk/project/making-tracs-to-improve-nurse-retention/>





**Bournemouth
University**

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